

PROPOSED BUDGET FISCAL YEAR 2017



The City Library
THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM



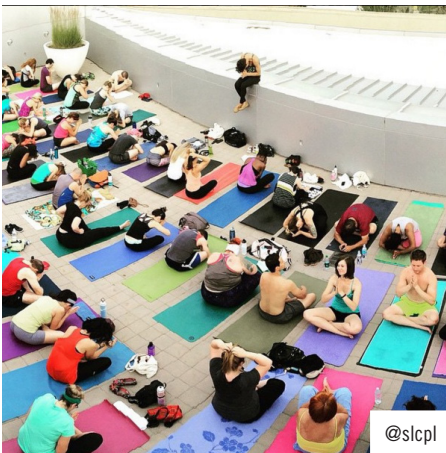
@leesburg



@slcpl



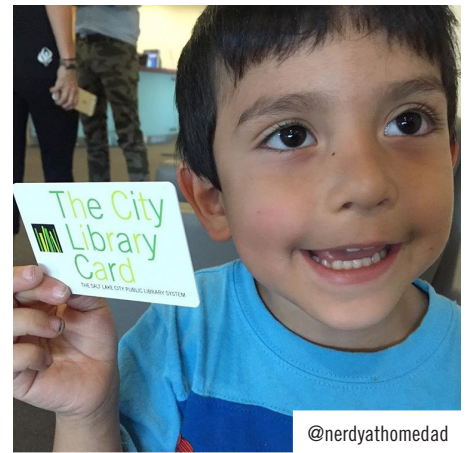
@kaylaporter



@slcpl



@theireggsherbasket



@nerdyathomedad



@boobaroo22



@slcpl



@jenica_lake

MISSION STATEMENT

The City Library is a dynamic civic resource that promotes free and open access to information, materials, and services to all members of the community to advance knowledge, foster creativity, encourage the exchange of ideas, build community, and enhance the quality of life.

LOCATIONS

Main Library
210 East 400 South
801-524-8200

Chapman Branch
577 South 900 West
801-594-8623

Glendale Branch
1375 South Concord
801-594-8660

Sprague Branch
2131 South 1100 East
801-594-8640

Anderson-Foothill Branch
1135 South 2100 East
801-594-8611

Day-Riverside Branch
1575 West 1000 North
801-594-8632

Marmalade Branch
280 West 500 North
801-594-8680

Sweet Branch
455 F Street
801-594-8651

CONTENTS

Mission Statement & Locations.....	2
By the Numbers.....	4
Letter from the Board President & Director	5
Budget Priorities	6
Executive Summary.....	7
Organizational Chart.....	8
Staffing Profile.....	9
General Fund Revenue	10
General Fund Expenditures	12
Personnel.....	14
Materials & Supplies	15
Maintenance & Utilities.....	16
Services	17
Other Charges	18
Collections.....	18
Transfers, Grants, & Donations.....	19
Capital Project Fund Budget.....	20
Debt Service Fund Budget	22



Marmalade Branch Grand Opening



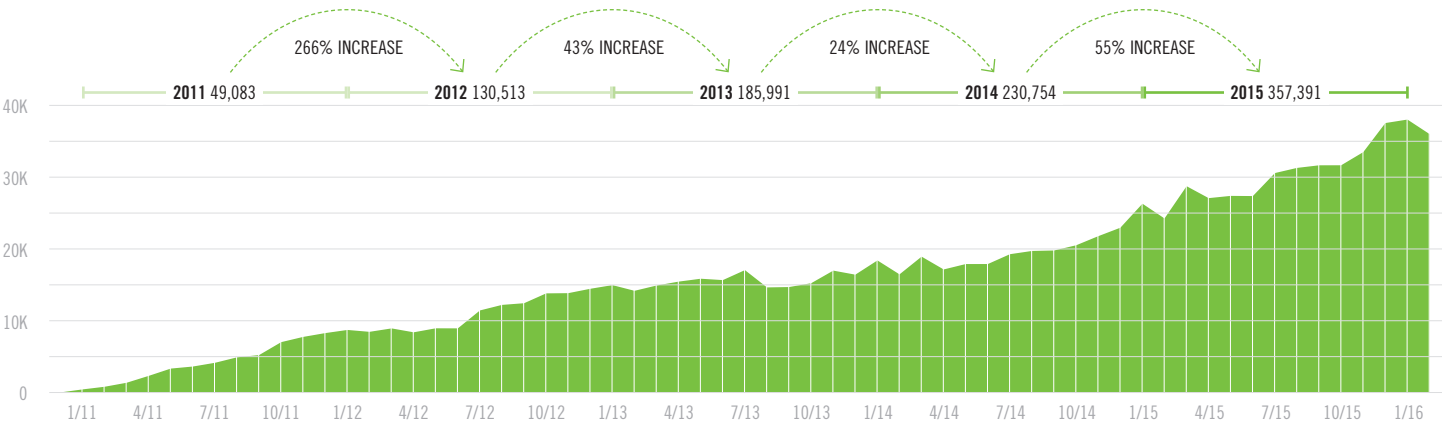


Glendale Branch

BY THE NUMBERS

Salt Lake City Population¹ 190,884	Total Library Locations² 8	Items in the Collection² 825,704	1 U.S. Census Bureau QuickFacts, 2014 estimate
Salt Lake City Residents with an Active Library Card² 102,285	Hours Open Every Week, Systemwide² 502	Items Loaned⁴ 3,288,164	2 as of March 14, 2016
Total Number of Registered Card Holders² 178,512	Full-Time Equivalent Staff² 191.5	Library Programs⁴ 2,767	3 data collected between March 15, 2015 and March 14, 2016
New Library Card Registrations³ 23,664	Public Access Computers² 266	Library Program Attendance⁴ 120,091	4 data collected between July 1, 2014 and June 30, 2015
	Website Visits⁴ 1,186,788	Public Internet Sessions Provided Annually⁴ 75,660	

DIGITAL COLLECTIONS CIRCULATION BY MONTH OVER FULL LIFETIME OF DIGITAL COLLECTION



LETTER FROM THE BOARD PRESIDENT & EXECUTIVE DIRECTOR

April 2016

Mayor Biskupski, City Council Members, and Residents of Salt Lake City,

On February 27, 2016, the Salt Lake City community enthusiastically flooded into its newest library location, the Marmalade Branch. When more than 2,500 people came through the doors of the Marmalade Branch on opening day, it wasn't simply to check out a book—they truly embraced their neighborhood library as the “living room” for their community: a place to meet friends, a place to make new discoveries, a place to try something they had never tried before, a place to share their opinions and hear from each other.

In February 2015, we hosted a similar scene at the opening of the Glendale Branch, which has become a hotspot for the Glendale community's youth after school and a place for the full community to come together. The Glendale Branch debuted The City Library's first Citizenship Corner this year, a central place to get the information and guidance one needs to work toward becoming a new US citizen, and additional Citizenship Corners will be installed at all City Library locations.

The City Library continues to find innovative ways to facilitate our community's desire to not only consume media but to create their own content, as well. In December 2015, the Main Library opened its Creative Lab, making the tools for video production, music production, 3D modeling, and digital media conversion available to everyone in Salt Lake City. Idea Labs at the Glendale and Marmalade Branches make these same resources available to a wider audience, and training sessions that travel to all locations engage Salt Lake City's creative minds even further. Our collections continue to push boundaries, lending not only the traditional “books, music, and movies” that most people expect to find at their library, but also Literacy Kits to help parents prepare their children to read, Discovery Kits to explore new skills and experiences, and a vast array of digital materials (ebooks, downloadable magazines and music, streaming movies, language learning courses, and more) that any City Library cardholder can access from their homes, offices, or while traveling.

In the last year, The City Library has worked with staff at all levels to “turn outward,” adopting a stance where we are always focused on service to the community instead of becoming too focused on internal functions. Using the Harwood Institute's “Libraries Transforming Communities” model as our guide, we have hosted Community Conversations with several segments of Salt Lake City's population to capture their aspirations for our community. The information we gather will help inform our next Strategic Plan to ensure the public library's forward momentum helps support Salt Lake City's bright future.

Salt Lake City Public Library received the distinct honor of being Utah's only Five-Star Library in 2015, as acknowledged by the Library Journal Index of Public Library Service, highlighting that the people of Salt Lake City are enthusiastic users of their public library. In order to continue to attend to their needs, The City Library must continue to attract and retain excellent staff members, maintain and re-evaluate the utilization of our aging facilities, and keep current with the perpetually changing information and media needs of our community. This budget was built to support these priorities of personnel, facilities maintenance, and collection development (see page 6 for more details on these priorities).

On behalf of the Board, Administration, and staff of The City Library, we would like to express our sincere appreciation for your continued support in our desire to provide the highest level of service possible to our community.

Sincerely,



Emilie Charles
Library Board President



Deborah Ehrman
Acting Director

BUDGET PRIORITIES

The preparation of the FY17 Budget was guided by six priorities established by the Library Board:

1. Provide an increase in pay for staff that will, at minimum, match the cost of living.

A 2% increase in pay for eligible staff is budgeted for FY17 in recognition of the outstanding service that the City Library staff continues to provide. The City Library is also currently conducting a Compensation Study to ensure our pay levels are competitive with those in our area and industry.

2. Increase staffing to allow for more community engagement.

The work of the public library is no longer contained within the walls of our facilities. Modern library service means engaging students in their schools, encountering community members at festivals and fairs, and providing service and collections via the Internet. This budget was constructed with the goal of providing more opportunities for meaningful community engagement while continuing to provide excellent service within our library facilities.

3. Conduct architectural and space utilization studies for the Chapman, Day-Riverside, and Sprague Branches.

Although we have opened two new facilities in FY15 and FY16, The City Library is committed to maintaining our existing facilities and ensuring our previous investments continue to serve the community well. In FY17, the Library will conduct architectural and space utilization studies for three of our branches: the 98-year-old Chapman Branch; the 88-year-old Sprague Branch in Sugar House; and Rose Park's Day-Riverside Branch, opened in 1996.



Anderson-Foothill Branch

4. Increase the percentage of the Operating Budget that is allocated to collections, with an eventual target of 15%.

A strong collection of materials is foundational to every library, and this budget makes a priority of ensuring The City Library's collection of books, music, movies, magazines, newspapers, digital materials, resource databases, and the many other formats of our collection are properly funded.

The Collections budget overall was increased by 8% with the greatest increases going to the most in-demand categories. The tactics of fulfilling the Library's mission continues to evolve from distributing traditional printed material (books, magazines) toward providing access to tools for discovery and creation (3D printers, sewing machines). The City Library is also examining our definition of "Library collections" to ensure it properly addresses the materials and tools our community members need and expect from their public library.

5. Hold staff harmless.

The City Library continues to be recognized as a Five Star Library by *Library Journal*, a designation given to less than 1% of public libraries in the United States. The single greatest factor that led to this is the quality of Library staff. This budget maintains staff benefits at current levels.

6. Begin replacement of Main Library's carpet.

After 13 years of excellent use by members of our community, it is time to begin replacing the carpet throughout the Main Library. The cost and process for this major maintenance item is planned to be extended over three years, starting with FY17.

EXECUTIVE SUMMARY

The past several years' budgets have had a focus on the construction and preparations for operating two new library locations. With Glendale Branch opening in February 2015 and Marmalade opening February 2016, we now turn toward full operations as an eight library system. Our new buildings' design signals the changing way that communities across the country are using their libraries. More square footage is dedicated to community gathering spaces and the collection of physical materials is smaller when compared to other locations. More public Internet computers are available for worldwide information discovery and connecting in the digital space. Both locations have makerspaces where the community has access to technology for creation and exploration, like 3D printers, sewing machines, professional design software, and stations to convert old media (such as VHS tapes) to modern media (digital movie files).

Prior to FY16, revenues designated for the Glendale and Marmalade Branch building projects were accumulated in the Capital Project Fund to be used for the construction of the branches. As the buildings have entered operation, the designated revenues have been deposited in the General Fund and the amount needed to meet the debt payments transferred to the Debt Service Fund.

In FY17, The City Library will continue to review the appropriate use and maintenance of all of our facilities through space utilization studies, ideal hours studies, and examination of the ideal workforce for each location and systemwide. In February 2016, the Library Board discontinued the inquiry into a two-year pilot of 24/7 Library Service at the Main Library based on the high projected cost of operation. The 18-month exploration reconfirmed the community's passionate support of their public library system and a strong interest in having even greater access to Library resources and facilities. The City Library will use the information gathered in the 24/7 Library Service research along with a citywide service hours survey to develop ideal open hours for all locations.

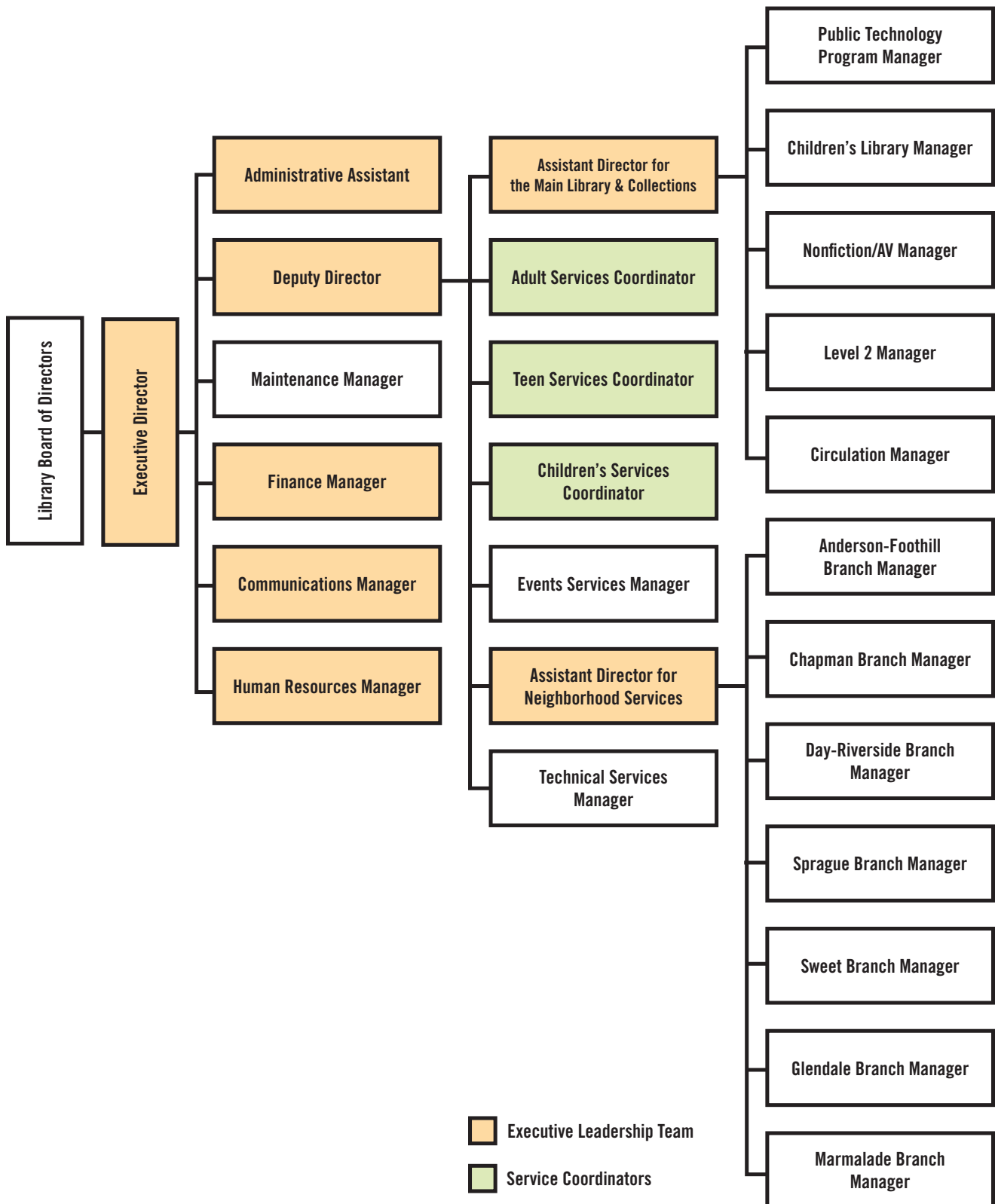
In FY16, the Library projects to use \$1,884,120 of its Fund Balance to provide the funding necessary to meet its budget objectives. The FY17 Budget proposes the same trend, budgeting the use of \$2,071,230 of the Library's Fund Balance. It is projected that this will maintain a Fund Balance in the General Fund equal to 14–16% of the FY17 budget. It is the Library's goal moving forward to maintain a Fund Balance of 16%, roughly equal to 2 months of expenditures.

In 2009, the bond to fund the construction of the Glendale and Marmalade Branches was approved by Salt Lake City Council with the expectation that, upon the opening of the new facilities, The City Library would require a tax rate increase to fund the operation of the expanded library system. Through increased efficiencies, the timing of construction, and utilization of its Fund Balance, the Library has delayed the tax rate increase request several more years than originally expected. In order to fund the ongoing operation of all eight library locations, protect the capital investments Salt Lake City has made in its libraries, and support the increased need for community engagement and outreach, The City Library intends to request a tax increase for FY18.



Chapman Branch

ORGANIZATIONAL CHART



STAFFING PROFILE

POSITION	FY16	FY17	DIFFERENCE
Accountant	1	1	—
Accounting Specialist	1	1	—
Administrative Assistant	1	1	—
Administrative Manager	3	3	—
Assistant Director	2	2	—
Associate Librarian	15	17.825	2.825
Branch Custodian	4.05	4.05	—
Cataloger	2	1	(1)
Circulation Supervisor	3	3	—
Comm/Marketing Specialist	3	3	—
Computer Assistant	1.55	1.55	—
Computer Associate	1.95	1.95	—
Custodial Supervisor	1	1	—
Custodian	10.05	10.05	—
Delivery Driver	2	2	—
Deputy Director	1	1	—
Events Assistant	.25	.25	—
Events Specialist	2	2	—
Executive Director	1	1	—
Human Resource Associate	2	2	—
Library Store	1.45	1.45	—
Librarian	31.35	32.35	1
Library Aide	32.775	30.85	(1.925)
Library Assistant	39.325	40.7	1.375
Maintenance Technician	5	6	1
Manager	15	15	—
Production Designer	.95	.95	—
Service Coordinator	3	3	—
Senior Designer	1	1	—
Senior Librarian	0.8	0.8	—
Staff Development Trainer	1	1	—
Technical Services Specialist	2	2	—
TOTAL	191.5	194.775	3.275

The City Library is performing a Compensation Study in 2016 to ensure our compensation is competitive with similar positions in our area and industry; the FY17 budget maintains the pay-range system established with the 2012 Compensation Study. The overall workforce has been maintained with some adjustments to support effective use of staff talent.

The bulk of the 3.275 FTE net increase in staff is for departments providing direct service to the public.

The FY17 budget adds 7.63 FTE in new positions, including:

- 2 new full-time Librarian positions—Sweet Branch Librarian and Systemwide Youth Selector
- 2 new part-time Associate Librarian positions—one each in the Children's Library and Anderson-Foothill Branch
- 3 new part-time Library Assistant positions for Level 2 staff, which will assume the responsibilities of the Browsing Library on Level 1 (the previous Browsing Library department transferred en masse to staff the Marmalade Branch)
- 2 new part-time Library Aide positions in Circulation
- 1 full-time Maintenance Technician/Gardener for systemwide support

The following reductions are proposed for FY17:

- 1 full-time Cataloger position was eliminated in order to fund a Librarian position at the Marmalade Branch
- 2.35 FTE Library Aide positions in Technical Services eliminated, due to receiving shelf-ready materials from vendors

Reclassifications have been considered in order to ensure the Library has the right staffing levels in all locations. The following reclassifications have been made:

- 40-hour Library Assistant in Nonfiction/AV reclassified to Associate Librarian
- Part-time Library Assistant at Sprague Branch reclassified to part-time Associate
- Part-time Library Aide at Glendale Branch reclassified to part-time Library Assistant
- Part-time Library Aide at Marmalade Branch reclassified to part-time Library Assistant

Positions at the Anderson-Foothill and Sprague Branches that were receiving full-time benefits but were working less than 40 hours per week were increased to 40 hours per week. Part-time positions that were working fewer than 18 hours per week have been increased to 18 hours per week.

GENERAL FUND REVENUE

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
TAX REVENUES						
Current Year Property Taxes	11,268,292	12,245,885	12,394,856	12,528,525	282,640	2.3%
Personal Property Taxes	1,571,794	1,281,565	1,671,684	1,372,290	90,725	7.1%
Delinquent Property Taxes	349,218	400,000	324,545	325,000	(75,000)	(18.8%)
Motor Vehicle Taxes	570,103	575,000	650,161	650,000	75,000	13.0%
Judgment Levy	108,881	110,000	54,316	40,000	(70,000)	(63.6%)
SUBTOTAL	13,868,288	14,612,450	15,095,562	14,915,815	303,365	2.1%
INTERGOVERNMENTAL REVENUES						
Grants—Federal	15,000	—	—	2,000	2,000	—
Reimbursements—E-Rate	76,595	53,600	48,313	32,000	(21,600)	(40.3%)
Grants—State	8,887	117,000	45,227	119,000	2,000	1.7%
Grants—Local Governments	—	4,000	—	—	(4,000)	(100.0%)
RDA Rebate	297,268	290,000	290,000	295,000	5,000	1.7%
SUBTOTAL	397,750	464,600	383,540	448,000	(16,600)	(3.6%)
CHARGES FOR SERVICES						
Printer Revenues	20,516	27,000	35,940	36,000	9,000	33.3%
Copier Revenues	11,549	—	—	—	—	—
Non-Resident Fees	13,912	15,000	14,850	14,000	(1,000)	(6.7%)
Reimbursements—Friends	83,382	86,080	86,080	86,080	—	—
SUBTOTAL	129,359	128,080	136,870	136,080	8,000	6.2%
FINES	317,464	275,000	324,900	315,000	40,000	14.5%
MISCELLANEOUS						
Interest	45,863	40,000	61,370	55,000	15,000	37.5%
Rents—Facilities	77,125	80,000	72,990	80,000	—	—
Rents—Commercial Space	44,450	55,000	44,450	40,000	(15,000)	(27.3%)
Sundry	8,050	4,000	38,310	5,000	1,000	25.0%
SUBTOTAL	175,488	179,000	217,120	180,000	1,000	0.6%
CONTRIBUTIONS & TRANSFERS						
Transfers	292,984	—	—	—	—	—
Donations	75,105	104,600	104,600	107,100	2,500	2.4%
Fund Balance—Appropriated	—	2,184,700	1,884,120	2,071,230	(113,470)	(5.2%)
SUBTOTAL	368,089	2,289,300	1,988,720	2,178,330	(110,970)	(4.8%)
TOTAL REVENUES	15,256,438	17,948,430	18,146,712	18,173,225	224,795	1.3%

GENERAL FUND REVENUE OVERVIEW

Most revenue categories have been budgeted based on current year projections.

The Library's primary source of funding is property taxes. Property tax revenues have been budgeted at the amount to be generated by the 2015 certified tax rate. Our current property tax rate is .000747, which is 74.7% of the ceiling established by the Utah State Legislature.

The following chart shows the property tax amount as it relates to a property value at \$247,000.

	Tax Year 2011	Tax Year 2012	Tax Year 2013	Tax Year 2014	Tax Year 2015
Residential property	\$110.99	\$114.93	\$111.40	\$106.23	\$101.48
Commercial property	\$201.80	\$208.96	\$202.54	\$193.15	\$184.51

TAX REVENUES

Current Year and Personal Property Taxes are budgeted at the amount generated by the 2015 certified tax rate. Outstanding Delinquent Property Taxes are identified by Salt Lake County to be lower in the coming year. Motor Vehicle Taxes are based on current year projections. The Judgement Levy budget is set by the City Council during adoption of the budget based on property tax appeals and state law.



Moka Coffee & Chocolates at the Marmalade Branch

INTERGOVERNMENTAL REVENUES

In FY15, The City Library received a Big Read grant through the National Endowment for the Arts. The FY17 budget anticipates an IMLS grant in partnership with faculty from University of Utah. Federal E-Rate reimbursement for voice and cellular communications is being phased out, so we anticipate a reduction in this revenue line. A local governments grant supporting the Performance Art Festival is being administered by The Friends of The City Library and has been recategorized as Donations. The RDA Rebate amount has been determined based on historic trend.

CHARGES FOR SERVICES

Revenues for public printing and copying have been combined and budgeted based on projected FY16 receipts. The City Library now provides fax and scanning for a small fee, which has increased this revenue line. The Friends' Reimbursement directly reflects personnel costs for staff of The Library Store.

FINES

Fine revenues are expected to be higher based on projected FY16 receipts. The City Library now accepts credit card payments for fines and fees, making it easier for patrons to resolve their fines; the Library believes this is a factor in the increase in fines revenue received.

MISCELLANEOUS

Revenues collected for private space rental and commercial filming has been budgeted in FY17 based on projected FY16 receipts. A reduction in Commercial Space Rent is anticipated due to tenant occupancy and anticipated vacancies. Interest revenue is expected to increase based on healthy cash balances and higher interest rates. Sundry revenues are expected to increase based on current year projections.

CONTRIBUTIONS & TRANSFERS

No transfers from other Library funds are anticipated. The Fund Balance Appropriation reflects:

- \$32,365 from the restricted fund balance
- \$971,770 for capital purchases
- \$1,067,095 to balance the General Fund and meet debt payment obligations

GENERAL FUND EXPENDITURES

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
PERSONNEL						
Salaries & Wages—Regular	6,506,477	7,206,500	7,206,500	7,498,000	291,500	4.0%
Salaries & Wages—Flex	167,659	210,055	210,055	210,050	(5)	—
Social Security—Regular	475,143	552,400	552,400	574,700	22,300	4.0%
Social Security—Flex	12,801	16,130	16,130	16,125	(5)	—
Employee Insurance	719,187	997,900	997,900	993,300	(4,600)	(0.5%)
Retiree Insurance	40,450	50,000	50,000	50,000	—	—
State Retirement	879,883	962,500	962,500	982,700	20,200	2.1%
Workers Compensation	33,242	40,000	40,000	41,800	1,800	4.5%
Unemployment Insurance	108	8,000	8,000	5,000	(3,000)	(37.5%)
Other Employee Benefits	12,019	26,695	26,695	28,920	2,225	8.3%
Staff Incentives	2,659	4,350	4,350	5,895	1,545	35.5%
SUBTOTAL	8,849,628	10,074,530	10,074,530	10,406,490	331,960	3.3%
MATERIALS & SUPPLIES						
Subscriptions & Memberships	17,363	24,210	24,210	23,370	(840)	(3.5%)
Publicity	68,579	66,500	66,500	76,000	9,500	14.3%
Travel & Training	90,236	98,675	98,675	96,235	(2,440)	(2.5%)
Office Supplies & Expense	12,897	19,500	19,500	17,500	(2,000)	(10.3%)
Postage	16,535	22,500	22,500	38,500	16,000	71.1%
Special Department Supplies	168,566	222,160	222,160	190,515	(31,645)	(14.2%)
Copier/Printer Paper	7,410	6,000	6,000	6,000	—	—
Copier/Printer Toner	8,905	12,000	12,000	14,000	2,000	16.7%
SUBTOTAL	390,491	471,545	471,545	462,120	(9,425)	(2.0%)
MAINTENANCE & UTILITIES						
Fuel	7,392	12,000	12,000	9,000	(3,000)	(25.0%)
Maintenance—Equipment	11,176	11,450	11,450	9,990	(1,460)	(12.8%)
Maintenance—Vehicles	6,795	5,000	5,000	7,000	2,000	40.0%
Maintenance Contracts	189,479	335,445	335,445	327,225	(8,220)	(2.5%)
Maintenance—Buildings & Grounds	337,000	455,175	455,175	441,200	(13,975)	(3.1%)
Utilities—Boiler Operations	112,303	130,000	130,000	115,000	(15,000)	(11.5%)
Utilities—Electricity	500,057	527,500	527,500	538,500	11,000	2.1%
Utilities—Gas	79,724	108,600	108,600	99,800	(8,800)	(8.1%)
Utilities—Water	49,100	65,600	65,600	57,800	(7,800)	(11.9%)
Utilities—Garbage	23,455	26,320	26,320	25,440	(880)	(3.3%)
Utilities—Telecommunications	117,655	134,000	134,000	130,000	(4,000)	(3.0%)
SUBTOTAL	1,434,136	1,811,090	1,811,090	1,760,955	(50,135)	(2.8%)

GENERAL FUND EXPENDITURES <i>Continued</i>	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
SERVICES						
Prof & Tech Services	420,882	496,100	496,100	587,440	91,340	18.4%
Prof & Tech Services—Attorney	2,967	20,000	20,000	15,000	(5,000)	(25.0%)
Security	151,515	163,600	163,600	166,400	2,800	1.7%
City Administrative Charges	14,886	26,000	26,000	24,000	(2,000)	(7.7%)
Payroll Processing	7,400	—	—	—	—	—
Background Checks	1,083	1,500	1,500	1,500	—	—
Cataloging Charges	68,234	78,000	78,000	96,000	18,000	23.1%
Materials Processing	11,345	17,000	17,000	—	(17,000)	(100.0%)
Drug Testing	350	500	500	250	(250)	(50.0%)
Staff Training & Development	10,226	23,400	23,400	23,400	—	—
Programming	143,744	204,065	204,065	193,275	(10,790)	(5.3%)
Program—Center For The Book	2,348	3,000	3,000	—	(3,000)	(100.0%)
Art Exhibit Display Committee	2,882	8,000	8,000	8,000	—	—
Board Development	8,183	4,000	4,000	4,000	—	—
SUBTOTAL	846,045	1,045,165	1,045,165	1,119,265	74,100	7.1%
OTHER CHARGES						
Insurance	216,627	244,600	244,600	240,500	(4,100)	(1.7%)
Collection Costs	20,191	25,000	25,000	22,000	(3,000)	(12.0%)
Interlibrary Loan	669	400	400	500	100	25.0%
Sundry	20,977	27,425	27,425	22,525	(4,900)	(17.9%)
Executive Discretion	9,440	55,000	55,000	25,000	(30,000)	(54.5%)
Staff Grants	—	—	—	30,000	30,000	—
SUBTOTAL	267,904	352,425	352,425	340,525	(11,900)	(3.4%)
COLLECTIONS						
Cap Outlay—Equipment	2,417	—	—	—	—	—
Cap Outlay—Furniture	5,501	—	—	—	—	—
Cap Outlay—Book & Reference Material	688,143	645,000	645,000	700,000	55,000	8.5%
Cap Outlay—Audio Materials	154,366	190,000	190,000	190,000	—	—
Cap Outlay—Visual Materials	355,556	350,000	350,000	390,000	40,000	11.4%
Cap Outlay—Computer Ref Sources	163,856	200,000	200,000	200,000	—	—
Cap Outlay—Downloadable Materials	386,249	365,000	365,000	419,200	54,200	14.8%
Cap Outlay—Periodicals	101,706	115,000	115,000	115,000	—	—
Cap Outlay—Processing Charges	—	—	—	106,785	106,785	—
SUBTOTAL	1,857,794	1,865,000	1,865,000	2,120,985	255,985	13.7%
TRANSFERS, GRANTS & DONATIONS						
Transfer To Capital Project Fund	425,375	1,006,275	1,006,275	1,011,770	5,495	0.5%
Transfer to Debt Service Fund	—	1,064,800	1,064,800	730,650	(334,150)	(31.4%)
Grants—Federal	15,000	—	—	2,000	2,000	—
Grants—State	8,887	117,000	117,000	94,000	(23,000)	(19.7%)
Grants—Local	—	4,000	4,000	—	(4,000)	(100.0%)
Donations	104,881	136,600	136,600	124,465	(12,135)	(8.9%)
SUBTOTAL	554,143	2,328,675	2,328,675	1,962,885	(365,790)	(15.7%)
TOTAL EXPENDITURES	14,200,141	17,948,430	17,948,430	18,173,225	224,795	1.3%

GENERAL FUND EXPENDITURES

PERSONNEL

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Salaries & Wages—Regular	6,506,477	7,206,500	7,206,500	7,498,000	291,500	4.0%
Salaries & Wages—Flex	167,659	210,055	210,055	210,050	(5)	—
Social Security—Regular	475,143	552,400	552,400	574,700	22,300	4.0%
Social Security—Flex	12,801	16,130	16,130	16,125	(5)	—
Employee Insurance	719,187	997,900	997,900	993,300	(4,600)	(0.5%)
Retiree Insurance	40,450	50,000	50,000	50,000	—	—
State Retirement	879,883	962,500	962,500	982,700	20,200	2.1%
Workers Compensation	33,242	40,000	40,000	41,800	1,800	4.5%
Unemployment Insurance	108	8,000	8,000	5,000	(3,000)	(37.5%)
Other Employee Benefits	12,019	26,695	26,695	28,920	2,225	8.3%
Staff Incentives	2,659	4,350	4,350	5,895	1,545	35.5%
SUBTOTAL	8,849,628	10,074,530	10,074,530	10,406,490	331,960	3.3%

PERSONNEL OVERVIEW

The City Library is performing a compensation study in 2016 to ensure our compensation is competitive with similar positions in our area and industry; the last compensation study was conducted in 2012. In FY17, personnel expenditures account for approximately 57% of the Library's overall General Fund budget, as compared to 56% in FY16 and 63% in FY15.

For details on the Library's staffing, refer to the Staffing Profile on page 9.

SALARIES & WAGES

This budget includes an overall staffing increase of 3.275 FTE and proposes a 2% salary increase. Substitute employee costs (Flex) will remain separate from regular salaries. The slight change in Flex Wages is due to reallocation of the pool to departments.

SOCIAL SECURITY

Social Security costs are expected to change in tandem with their respective changes in salaries and wages.

INSURANCE

The City Library will continue to offer a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) contribution. The FY17 budget reflects FY16 actual employee plan selection with a minimal increase in dental insurance costs and no projected increase in medical insurance costs. Retiree insurance will continue to be budgeted separately to allow for better long-term monitoring; no change is anticipated.

RETIREMENT

Full-time Library employees are members of Utah Retirement Systems. Retirement costs are projected to increase in FY17 due solely to an increase in wages.

WORKERS COMPENSATION

Workers Compensation is a function of wages.

UNEMPLOYMENT INSURANCE

The Unemployment Insurance expenditures have been reduced to reflect historical trends.

OTHER EMPLOYEE BENEFITS

The City Library offers reimbursement of employees' costs for public transportation use. The proposed FY17 budget for this benefit is based on FY16 projections.

STAFF INCENTIVES

Small staff incentives are allocated to individual department accounts on a per-employee basis. The per-employee amount has been increased from \$15 to \$20.



Marmalade Branch Grand Opening

GENERAL FUND EXPENDITURES

MATERIALS & SUPPLIES

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Subscriptions & Memberships	17,363	24,210	24,210	23,370	(840)	(3.5%)
Publicity	68,579	66,500	66,500	76,000	9,500	14.3%
Travel & Training	90,236	98,675	98,675	96,235	(2,440)	(2.5%)
Office Supplies & Expense	12,897	19,500	19,500	17,500	(2,000)	(10.3%)
Postage	16,535	22,500	22,500	38,500	16,000	71.1%
Special Department Supplies	168,566	222,160	222,160	190,515	(31,645)	(14.2%)
Copier/Printer Paper	7,410	6,000	6,000	6,000	—	—
Copier/Printer Toner	8,905	12,000	12,000	14,000	2,000	16.7%
SUBTOTAL	390,491	471,545	471,545	462,120	(9,425)	(2.0%)

SUBSCRIPTIONS & MEMBERSHIPS

The City Library will pay for memberships to professional organizations for Managers and staff who attend conferences.

PUBLICITY

The Publicity budget has been increased for a greater focus on service promotions and system-wide merchandising.

TRAVEL & TRAINING

This account allows for staff conference attendance. In-house training funds are budgeted separately in Staff Development. The Public Library Association (PLA) biannual conference does not take place in FY17, but attendance at other trainings is anticipated to occur, balancing out to a slight decrease in this budget.

OFFICE SUPPLIES & EXPENSE

\$2,000 has been reallocated to the Copier/Printer Toner line.

POSTAGE

The City Library has expanded the portion of its collection that can be shared through InterLibrary Loan, which will increase postage costs.

SPECIAL DEPARTMENT SUPPLIES

The bulk of this account is allocated to Technical Services and Technology. Technical Services' supplies are used to prepare library materials for lending, including RFID tags for self-checkout and automated materials handling, barcodes, and labels. The budgeted decrease is based on a reduction in one-time department requests for furniture and display items.

COPIER/PRINTER PAPER & TONER

Since more printers and scanners are available for the public across the system, an increase in toner needs is anticipated.



Celebrating new American citizens at the Glendale Branch

GENERAL FUND EXPENDITURES

MAINTENANCE & UTILITIES

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Fuel	7,392	12,000	12,000	9,000	(3,000)	(25.0%)
Maintenance—Equipment	11,176	11,450	11,450	9,990	(1,460)	(12.8%)
Maintenance—Vehicles	6,795	5,000	5,000	7,000	2,000	40.0%
Maintenance Contracts	189,479	335,445	335,445	327,225	(8,220)	(2.5%)
Maintenance—Buildings & Grounds	337,000	455,175	455,175	441,200	(13,975)	(3.1%)
Utilities—Boiler Operations	112,303	130,000	130,000	115,000	(15,000)	(11.5%)
Utilities—Electricity	500,057	527,500	527,500	538,500	11,000	2.1%
Utilities—Gas	79,724	108,600	108,600	99,800	(8,800)	(8.1%)
Utilities—Water	49,100	65,600	65,600	57,800	(7,800)	(11.9%)
Utilities—Garbage	23,455	26,320	26,320	25,440	(880)	(3.3%)
Utilities—Telecommunications	117,655	134,000	134,000	130,000	(4,000)	(3.0%)
SUBTOTAL	1,434,136	1,811,090	1,811,090	1,760,955	(50,135)	(2.8%)

BUILDINGS AND GROUNDS OVERVIEW

In FY16, the Buildings and Grounds operating expense budget increased 23.5% to account for costs associated with operating Glendale and Marmalade Branches and an emphasis on the maintenance of existing facilities. For FY17, the overall Buildings and Grounds budget is projected slightly lower.

FUEL

Fuel costs are expected to decrease based on current fuel usage and lower fuel prices.

MAINTENANCE—EQUIPMENT

This account includes maintenance for equipment such as copy machines, microfilm equipment, and projectors. A decrease is anticipated based on newer equipment.

MAINTENANCE—VEHICLES

Vehicle Maintenance is expected to increase based on historical trend.

MAINTENANCE CONTRACTS

This account includes technology maintenance and subscription contracts; some contracts that currently aren't being used have been eliminated.

MAINTENANCE—BUILDINGS & GROUNDS

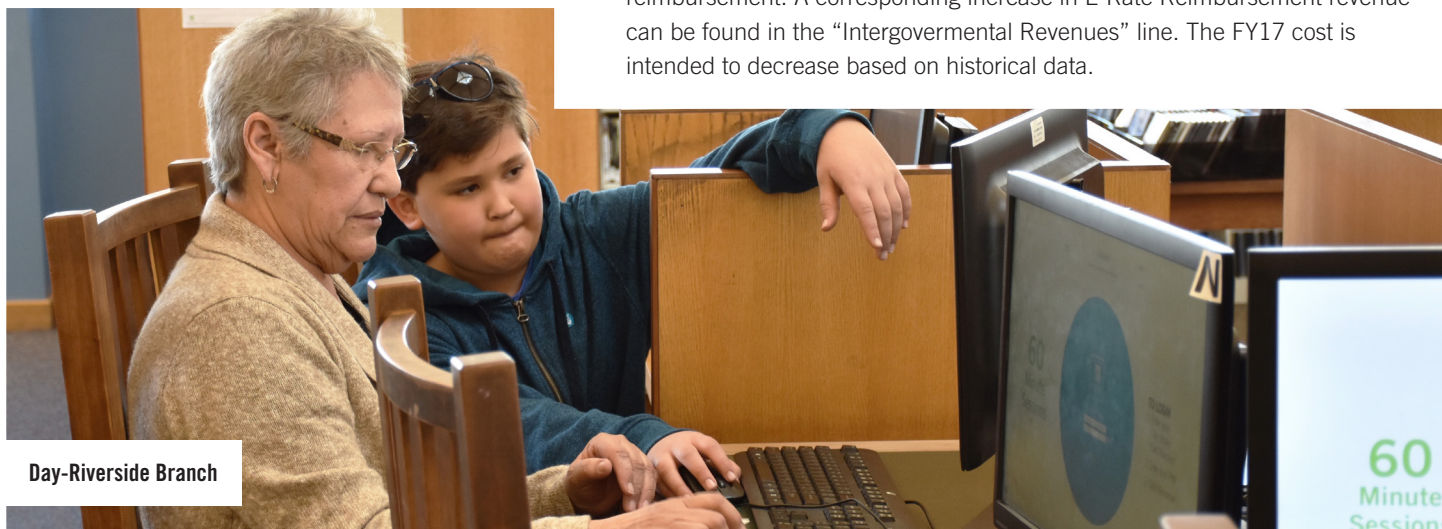
In FY16, funds were added to this account when Glendale and Marmalade branches opened and to emphasize maintenance of existing facilities. FY16 included some one-time items that are not needed for FY17, resulting in a slight decrease.

UTILITIES: BOILER, ELECTRICITY, GAS, WATER, & GARBAGE

These accounts are budgeted based on projected FY16 expenditures.

UTILITIES—TELECOMMUNICATIONS

The increase reflects gross telecommunications costs before the E-Rate grant reimbursement. A corresponding increase in E-Rate Reimbursement revenue can be found in the "Intergovernmental Revenues" line. The FY17 cost is intended to decrease based on historical data.



Day-Riverside Branch

GENERAL FUND EXPENDITURES

SERVICES

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Prof & Tech Services	420,882	496,100	496,100	587,440	91,340	18.4%
Prof & Tech Services—Attorney	2,967	20,000	20,000	15,000	(5,000)	(25.0%)
Security	151,515	163,600	163,600	166,400	2,800	1.7%
City Administrative Charges	14,886	26,000	26,000	24,000	(2,000)	(7.7%)
Payroll Processing	7,400	—	—	—	—	—
Background Checks	1,083	1,500	1,500	1,500	—	—
Cataloging Charges	68,234	78,000	78,000	96,000	18,000	23.1%
Materials Processing	11,345	17,000	17,000	—	(17,000)	(100.0%)
Drug Testing	350	500	500	250	(250)	(50.0%)
Staff Training & Development	10,226	23,400	23,400	23,400	—	—
Programming	143,744	204,065	204,065	193,275	(10,790)	(5.3%)
Program—Center For The Book	2,348	3,000	3,000	—	(3,000)	(100.0%)
Art Exhibit Display Committee	2,882	8,000	8,000	8,000	—	—
Board Development	8,183	4,000	4,000	4,000	—	—
SUBTOTAL	846,045	1,045,165	1,045,165	1,119,265	74,100	7.1%

PROFESSIONAL & TECHNICAL SERVICES

This account funds professional services such as the annual financial audit, consultants for Library projects, strategic planning costs, and IMS fees for IT support. The FY17 account reflects an increase in the Salt Lake City IMS contract. The Attorney account has been reduced based on historical trends.

SECURITY

This account has a slight increase to account for more security presence at branch locations and an upcoming exhibit of Shakespeare's First Folio.

CITY ADMINISTRATIVE CHARGES

This account has been reduced based on historical trends.

PAYROLL PROCESSING

The City Library eliminated third-party payroll processing in FY15.

CATALOGING CHARGES

This account reflects an increase in OCLC fees and charges for fully cataloged Overdrive records.

MATERIALS PROCESSING

This category has been moved to the Collections category.

DRUG TESTING

This account has been reduced based on historical trends.

PROGRAMMING

In FY16, The City Library hosted The Nation's 150 anniversary speaker series. The FY17 Programming budget assumes flat expenditures aside from that series.

CENTER FOR THE BOOK

The Center for the Book obligations have been assumed by the Utah Humanities Council.



GENERAL FUND EXPENDITURES

OTHER CHARGES

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Insurance	216,627	244,600	244,600	240,500	(4,100)	(1.7%)
Collection Costs	20,191	25,000	25,000	22,000	(3,000)	(12.0%)
Interlibrary Loan	669	400	400	500	100	25.0%
Sundry	20,977	27,425	27,425	22,525	(4,900)	(17.9%)
Executive Discretion	9,440	55,000	55,000	25,000	(30,000)	(54.5%)
Staff Grants	—	—	—	30,000	30,000	—
SUBTOTAL	267,904	352,425	352,425	340,525	(11,900)	(3.4%)

INSURANCE & COLLECTION COSTS

Insurance and Collection Costs were reduced based on historical trends.

SUNDRY

Department Sundry accounts were reduced from \$200 to \$100 per department.

EXECUTIVE DISCRETION & STAFF GRANTS

This account is allocated for unanticipated projects and services for the Director and Library Board to use as needed. In FY16, \$30,000 was included for internal innovation grant opportunities, which has now been broken out into its own account.

GENERAL FUND EXPENDITURES

COLLECTIONS

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Cap Outlay—Equipment	2,417	—	—	—	—	—
Cap Outlay—Furniture	5,501	—	—	—	—	—
Cap Outlay—Book & Reference Material	688,143	645,000	645,000	700,000	55,000	8.5%
Cap Outlay—Audio Materials	154,366	190,000	190,000	190,000	—	—
Cap Outlay—Visual Materials	355,556	350,000	350,000	390,000	40,000	11.4%
Cap Outlay—Computer Ref Sources	163,856	200,000	200,000	200,000	—	—
Cap Outlay—Downloadable Materials	386,249	365,000	365,000	419,200	54,200	14.8%
Cap Outlay—Periodicals	101,706	115,000	115,000	115,000	—	—
Cap Outlay—Processing Charges	—	—	—	106,785	106,785	—
SUBTOTAL	1,857,794	1,865,000	1,865,000	2,120,985	255,985	13.7%

EQUIPMENT AND FURNITURE

In prior years, this account funded one-time equipment purchases such as copy machines, furniture, and telecommunications equipment. In FY16 and FY17, these costs have been accounted for in the Capital Project Fund budget.

COLLECTIONS

The Library Board set a priority of increasing the portion of the overall budget dedicated to collections. The FY17 Collections budget was increased 8% overall with the largest increases going to the areas with the greatest demand: Book & Reference Material, Visual Materials (DVD films), and Downloadable Materials (electronic books, magazines, music, and films).



Halloween at Main Library

GENERAL FUND EXPENDITURES

TRANSFERS, GRANTS, & DONATIONS

	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Transfer to Capital Project Fund	425,375	1,006,275	1,006,275	1,011,770	5,495	0.5%
Transfer to Debt Service Fund	—	1,064,800	1,064,800	730,650	(334,150)	(31.4%)
Grants—Federal	15,000	—	—	2,000	2,000	—
Grants—State	8,887	117,000	117,000	94,000	(23,000)	(19.7%)
Grants—Local	—	4,000	4,000	—	(4,000)	(100.0%)
Donations	104,881	136,600	136,600	124,465	(12,135)	(8.9%)
SUBTOTAL	554,143	2,328,675	2,328,675	1,962,885	(365,790)	(15.7%)

TRANSFERS

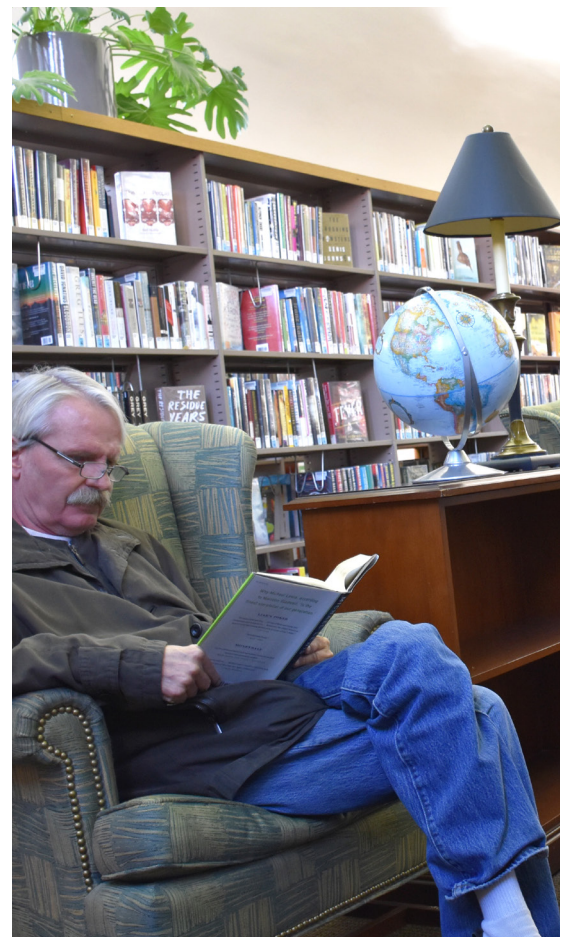
The FY17 budget includes an increased transfer from the General Fund to the Capital Project Fund for requested capital acquisitions. The transfer to the Debt Service Fund is for the debt obligations associated with the Glendale and Marmalade Branches. A portion of the debt obligation will be funded with remaining Glendale money to be transferred from the Capital Project Fund to the Debt Service Fund.

GRANTS & DONATIONS

The City Library continues to identify and pursue grants, which can act as sparkplugs for innovation. FY15 anticipated the receipt of the Big Read grant through the National Endowment for the Arts; the FY17 budget anticipates a federal grant to support the Performance Art Festival. The City Library anticipates receiving State CLEF (Community Library Enhancement Fund) Grants. If these grants are awarded, the expenditures associated with these grants go into these account. The Library additionally anticipates a slight decrease in private donations because a donation-funded project was completed in FY16.



Sprague Branch



CAPITAL PROJECT FUND BUDGET

REVENUES	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Current Year Property Taxes	1,260,289	—	—	—	—	—
State Grant	32,030	—	—	275,000	275,000	—
Interest	9,413	6,000	6,000	18,000	12,000	200.0%
Sundry	9,530	—	—	—	—	—
Transfer From General Fund	425,375	1,006,275	1,006,275	1,011,770	5,495	0.5%
Private Donations	300	—	—	—	—	—
Fund Balance—Assigned	—	—	84,240	—	—	—
Fund Balance—Glendale	—	—	252,625	320,000	320,000	—
Fund Balance—Marmalade	—	—	1,682,840	—	—	—
Fund Balance—Appropriated Foothill	—	33,750	40,750	32,500	(1,250)	(3.7%)
TOTAL REVENUES	1,736,937	1,046,025	3,072,730	1,657,270	611,245	58.4%

CURRENT YEAR PROPERTY TAXES

Previous fiscal year Property Tax Revenues were generated from a specific portion of the Library's certified tax rate designated for the Glendale and Marmalade branch development. These revenues are now reflected in the General Fund Revenues for operating and debt service costs.

INTEREST

Interest revenue is expected to decrease due to a lower cash balance as funds have been spent on the Glendale and Marmalade Branch development projects.

TRANSFER FROM GENERAL FUND

The FY17 budget includes an increased transfer from the General Fund to the Capital Project Fund for requested capital acquisitions.

FUND BALANCES

No capital projects are budgeted to come from the Capital Project Assigned Fund Balance. With the construction of the Glendale and Marmalade Branches' complete, their Capital Fund Balances will be eventually closed out.

In FY14, an account was established to track donated funds for improvements at the Anderson-Foothill Branch. The source of the money was a generous donation from a community member, Judith Fay Whitmer, who requested that the Library use the money to enhance patron experience at the Anderson-Foothill Branch. In FY17, the account includes funds for landscape improvements and furniture at the branch.

EXPENDITURES

Budgeted Capital Project Expenditures are unique from year-to-year based on needs and requests.

Capital Projects anticipated for FY17 include:

- Space utilization studies at the Chapman, Day-Riverside, and Sprague Branches
- Improvements to the landscaping at the Main Library and Anderson-Foothill and Chapman Branches
- Furniture repair and replacement at the Main Library and Anderson-Foothill Branch
- Waterproofing roof sections at the Day-Riverside and Sprague Branches
- A new van for our Maintenance Team
- HVAC and other building systems improvements and repairs
- Carpet replacement on two floors of the Main Library
- Remodeling one of the playrooms in the Main Library's children's area
- Interior painting at Main Library and Anderson-Foothill Branch
- Exterior painting at Day-Riverside Branch
- Replacing a foldaway wall at Sweet Branch
- Add wireless Internet access ports at the Main Library
- Purchase a sound booth for the Main Library's Creative Lab
- Purchase new book trucks for the Day-Riverside Branch

CAPITAL PROJECT FUND BUDGET

EXPENDITURES	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Cap Outlay—Building (Main)	22,962	139,150	153,020	364,500	225,350	161.9%
Cap Outlay—Building (Foothill)	3,960	5,000	5,000	20,000	15,000	300.0%
Cap Outlay—Building (Chapman)	8,112	—	—	20,000	20,000	—
Cap Outlay—Building (Riverside)	—	8,500	8,500	40,500	32,000	376.5%
Cap Outlay—Building (Sprague)	—	—	—	27,500	27,500	—
Cap Outlay—Building (Sweet)	3,760	—	—	5,500	5,500	—
Cap Outlay—Glendale Branch	1,765,624	—	252,625	—	—	—
Cap Outlay—Marmalade Branch	288,421	83,500	1,766,340	—	(83,500)	(100.0%)
Cap Outlay—Improvements (System)	—	25,000	25,000	—	(25,000)	(100.0%)
Cap Outlay—Improvements (Main)	14,669	57,070	75,070	302,000	244,930	429.2%
Cap Outlay—Improvements (Foothill)	—	13,750	13,750	—	(13,750)	(100.0%)
Cap Outlay—Improvements (Chapman)	—	18,000	18,000	5,500	(12,500)	(69.4%)
Cap Outlay—Improvements (Riverside)	—	29,500	29,500	—	(29,500)	(100.0%)
Cap Outlay—Improvements (Sprague)	—	15,000	15,000	—	(15,000)	(100.0%)
Cap Outlay—Improvements (Sweet)	—	12,000	17,200	—	(12,000)	(100.0%)
Cap Outlay—Equipment (System)	36,189	—	—	26,000	26,000	—
Cap Outlay—Equipment (Main)	36,544	76,790	76,790	76,000	(790)	(1.0%)
Cap Outlay—Equipment (Foothill)	—	5,750	5,750	—	(5,750)	(100.0%)
Cap Outlay—Equipment (Riverside)	14,554	6,000	6,000	7,000	1,000	16.7%
Cap Outlay—Equipment (Sprague)	—	18,000	18,000	—	(18,000)	(100.0%)
Cap Outlay—Equipment (Sweet)	—	12,000	12,000	—	(12,000)	(100.0%)
Cap Outlay—Furniture (Main)	58,289	96,700	96,700	93,000	(3,700)	(3.8%)
Cap Outlay—Furniture (Foothill)	—	6,500	6,500	—	(6,500)	(100.0%)
Cap Outlay—Furniture (Riverside)	—	6,500	6,500	—	(6,500)	(100.0%)
Cap Outlay—Furniture (Sprague)	—	7,800	7,800	—	(7,800)	(100.0%)
Cap Outlay—Technology (System)	91,915	348,965	382,835	—	(348,965)	(100.0%)
Cap Outlay—Technology (Main)	73,587	5,400	18,700	42,270	36,870	682.8%
Cap Outlay—Technology (Foothill)	—	5,400	5,400	—	(5,400)	(100.0%)
Cap Outlay—Technology (Sprague)	—	10,000	10,000	—	(10,000)	(100.0%)
Cap Outlay—Network System Upgrade	29,893	—	—	—	—	—
Cap Outlay—Computers	10	—	—	—	—	—
Cap Outlay—Foothill Donation Funds	91,199	33,750	40,750	32,500	(1,250)	(3.7%)
State Grant	32,030	—	—	275,000	275,000	—
Transfer To General Fund	292,984	—	—	—	—	—
Transfer To Debt Service Fund	1,044,180	—	—	320,000	320,000	—
TOTAL EXPENDITURES	3,908,882	1,046,025	3,072,730	1,657,270	611,245	58.4%

DEBT SERVICE FUND BUDGET

REVENUES	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Interest	4,560	—	—	—	—	—
Transfer from Capital Project Fund	1,044,180	1,051,100	1,051,100	320,000	(731,100)	(69.6%)
Transfer from General Fund	—	—	—	730,650	730,650	—
Fund Balance—Glendale	—	—	—	450	450	—
Fund Balance—Marmalade	—	—	—	—	—	—
TOTAL REVENUES	1,048,740	1,051,100	1,051,100	1,051,100	—	—

EXPENDITURES	FY15 Actual	FY16 Budget	FY16 Projected	FY17 Budget	FY16 to FY17 Budget Diff.	Percentage Difference
Principal—Glendale Bond	—	265,000	265,000	270,000	5,000	1.9%
Principal—Marmalade Bond	—	245,000	245,000	250,000	5,000	2.0%
Interest—Glendale Bond	124,861	247,675	247,675	242,325	(5,350)	(2.2%)
Interest—Marmalade Bond	—	136,840	136,840	268,775	131,935	96.4%
Administration Fee—Glendale	—	10,000	10,000	10,000	—	—
Administration Fee—Marmalade	—	10,000	10,000	10,000	—	—
Fund Balance—Unappropriated	—	136,585	136,585	—	(136,585)	(100.0%)
TOTAL EXPENDITURES	124,861	1,051,100	1,051,100	1,051,100	—	—

DEBT SERVICE FUND BUDGET

Funds necessary to meet the debt payments on the Glendale and Marmalade Branches are derived from a portion of the Library's certified tax rate designated for such. Prior to FY16, the designated revenues were accumulated in the Capital Project Fund to be used for construction of the branches. In FY16, the designated revenues were deposited in the General Fund. The amount needed to meet the debt payments are then transferred to the Debt Service Fund with excess amounts going toward the operating costs of the two branches. The City Library is funding the Debt Service payments one year ahead of schedule—the FY17 transfer will cover the Debt Service payment for FY18.



Marmalade Branch Grand Opening